thought to what your priorities will be, and how you would like your administration to proceed?

Viegas: Yes I have. The NPTA has initiated so many new things, the PAPER Foundation we just spoke of, the two week college course at the Miami University of Ohio, and the *NPTA Management News* magazine, the "Stanley O. Styles Industry Excellence Award," additional seminars, and an expanded convention. We've bit off so much in recent times that it seems to me that as Walter Moore (chairman of NPTA 1982-3 and CEO of Unijax) calls it, "During my time on the watch," that it becomes more important to digest that which we have already ingested before we tackle new things.

So I think this next year we'll not see the new, and the innovative and the different things. It's important now to haye a year when we do these things, hopefully do them well and let things settle out a bit. We can't just constantly be leaping forward and leaping forward until we consolidate what's already been set in motion. So I think mine is more a year of stewardship to see that we don't fall behind and that we settle those things in. That may not sound very exciting, but I think it's the proper role at the present time.

It's funny, Lionel Eltis (chairman of NPTA 1983-4 and chairman of Consolidated Marketing Inc.) said pretty much the same thing last year as he took office. But this past year saw the biggest explosion of activity in the Association's history. I'll try to keep a steady hand on the tiller, but we also must respond to opportunities and new situations.

MN: *What do you see as some of the benefits merchants will get out of all these new programs that NPTA is now involved with?*

Viegas: Well, we've already discussed the PAPER Foundation and what we believe will come out of it. We're also going to have a formal two week program with a field project in between the first and second weeks to which we can send our managers. That's going to be geared specifically to our industry. We're moving the seminars around the country perhaps better than we did, so that people can attend without having to fly halfway across the country. We're doing it on a greater variety of subjects—we've done an awful lot in the education and training area.

Our publication, *MN*, improves with each issue and I would like to think that it will be known as the bible within our industry. That it will be the primary source of information.

I think the convention has been modified. We're offering a larger menu of things for people to do. We have examined it in every facet and we have not accepted the reason, "well we've always done it that way."

By the listing of where the convention is going to be held the next couple of years, we've shown that we recognize that we are a "national" association. The country has done a lot of growing up and expanding since NPTA was founded in 1903. There are other cities beyond New York and Chicago capable of housing our convention.

MN: *NPTA is always trying to be thinking five years ahead. What do you see as the major threats and opportunities for NPTA over the next five years?*

Viegas: If the largest conglomerates continue to acquire companies and grow larger and as new ones come into the picture, I hope they will always recognize the value and importance of a national association.

Sometimes I get concerned: If they think that they will eventually become big enough to be an entity unto themselves, then they might think that they no longer need an association. The association would be weakened tremendously if we don't have large merchants, small merchants, conglomerates—all the many, many types of distribution that make up our industry. It's that very mixture that helps us learn from each other. In order to learn from each other we've got to be able to come together.

So is that a threat? Yes, it could be a threat, but hopefully it won't be. The conglomerates, at least to date—and I know the top management at most of them—are very supportive of NPTA; are sold on the benefits of it. The last several officers of the NPTA are representative of very large, major companies in our business. I hope they will always be part of the association.

MN: *NPTA has grown by about 50% in the last two years. It has tried to do more, provide more, and it really has happened without an increase in dues. NPTA has been able to provide 50% more services by tapping other sources of income without having to go back to the member companies and say, "would you give us more money for this new project."*

Viegas: And don't you think it's true that the reason that NPTA has grown 50% is because the membership at large has recognized what's going on and has wanted to be part of it? Many companies have joined just in the last few years because something has happened to capture their imagination. That's the sign of a vital association that's doing its job.

PLANNING: THE KEY TO TRAINING

Education and training is playing an increasingly important role . . . Merchants now see a need for the continued development of their knowledge and skills.

Any paper merchant involved in the training of his firm's personnel must be aware that proper planning is an essential element to the program's success. Whether the company trainer, sales manager, vice president of planning and marketing or others conduct the instruction and review, the employees must be motivated. And, the sessions must be enlightening and the material relevant to their specific needs.

This article addresses various factors involved in planning that contribute to a program's effectiveness. While no one can guarantee overnight success, these steps will help contribute to organizational excellence. A well planned and implemented training program can improve employee attitudes and morale, increase productivity, improve quality of work and help to cut organizational costs.

Objective

A number of relevant questions must first be addressed:

- What are the organizational goals?
- What are the employees' needs and requirements? What are the employees' shortcomings and what additional knowledge will help them perform their jobs better?
- What new behavior or job performance should the employee exhibit as a result of the training?

These questions constitute a needs assessment. At this point, an outlined training technique or activity can be developed.

Levels Of Instruction

Learning is the acquisition of new knowledge, skills and attitudes, but **training** is the process by which the individual acquires that knowledge, skill or attitude and applies it to his present work.

In developing a training program, the instructor must determine the level at which the training is to occur. If the training activity is designed to develop cognitive ability (factual knowledge or comprehension) then such techniques as readings, audio-visuals, lectures (including workshops and seminars), questions and answers, demonstrations and field trips are useful.

If, however, the training involves the actual application of knowledge, skills and attitudes, other methods are needed. Strategies such as case studies, simulations, role plays, problem solving, debates and team teaching can be effective.

Three Steps To Training

During the **first** stage, the trainee should be introduced to the topic so he will be prepared and motivated to learn. The importance of the material should be covered as it relates to the trainee's needs and organizational goals. People feel more comfortable when they know what they're going to learn, how learning is going to take place and how they will benefit.

Variation of Activities

The **second** stage is designed for reinforcement, review and follow-up. A training experience at the review stage should be used to enhance learning and actively involve the trainee. This is most successful when the trainee's ideas, suggestions and personal comments are integrated into the activity. The instructor should conclude by summarizing and emphasizing major points which directly relate to the achievement of the objective.

The **third** stage of any training is the evaluation of the trainee's learning. Cognitive learning should utilize written tests in the form of multiple choice, true and false, matching and completion questions. If, however, the trainee is expected to perform or demonstrate certain skills, knowledge or attitudes, then other evaluation measures must be used. These may include rating sheets, checklists and most importantly, on-the-job observation.

Attention should be given to providing a balance of instructor-centered techniques, trainee-oriented activities, audio-visual aids, and outside resources. Training sessions should include a balance of large group, small group, and individual learning experiences.

Activities should be designed so that different senses (seeing, hearing, touching) are used by the trainee. In addition, studies have shown that activities that incorporate more than one of the senses are usually more successful in the training and development of personnel.

Education and training is playing an increasingly important role in paper distributorships. Merchants now see a need for the continual development of their own knowledge and skills. Job competencies constantly change. Regardless of company size, a successfully planned training schedule will benefit the merchant and the company as a whole.

PRINTING PAPER

REPORT ON PRINTING IN 1995 AVAILABLE

How will the printing plant of 1995 be different from today's plant? The Graphic Arts Technical Foundation's Techno-Economic Forecasting Division took up the challenge of looking into the printing facility of the future.

In addition to a world scenario of 1995, the report looks at the possible role of robatics in the plant. The handling of materials may be done by machines in the future.

The combining of printing and electronics is coming into focus thus creating new opportunities for the printer of the future. Computers, in general, will support all printing functions and help integrate the graphic arts processes.

For more information on this report, "The Printing Plant of 1995," contact Dr. Nelson Eldred at GATF, 4615 Forbes Avenue, Pittsburgh, PA. 15213.

If the economy keeps going as strong as it is, we're going to have to print our magazines on toilet paper.

NAPL SURVEY FINDS PRINTERS "NERVOUS ABOUT PAPER"

Printers have put more paper into inventory in the second quarter—over 4% more reports the National Association of Printers and Lithographers in the *Business Indicator Report*. Their survey results show that printers uniformly agree that they can get paper, but not always exactly what they want. Their days of paper supply on hand now stands at 31.8.

Survey respondents reported that their paper suppliers tell them that the specific papers they want can be obtained if ordered in a timely way. Printers are expected to maintain their paper inventory levels through the third quarter.

Days of paper on hand vary by geographic area and type of printing. The metropolitan areas held a bit more paper in supply than other parts of the country. Chicago area printers, for example, have 40.4 days on hand but expect to decrease that in the near future. Heatset web printers' inventory level now stands at 54.3 days.

In a related article in *Business Week*, tight supply of coated paper in the United States was seen as the reason for many users' turn to European suppliers. Since June, 1983, imports have gone from about 10,000 tons to over 40,000 tons. Although imported paper is more costly, some publishers have said it's necessary for them to stay in business. One Chicago publisher was quoted as saying, "If the economy keeps going as strong as it is, we're going to have to print our magazines on toilet paper."

PRINTING INDUSTRY ORDER BACKLOG COMPARISONS

Comparison First Day of 3rd Quarter 1984
to Last 6 Months and to All-Time High

Average Backlog in Days

INDUSTRY GROUP	JAN. 1	APRIL 1	JULY 1	Record High§
All Groups*	15.3	15.3	14.7	18.0
Sheetfed	13.8	13.4	11.3	17.3
Heatset Web	30.9	28.8	29.1	35.0
Nonheatset Web	19.8	16.1	17.5	22.8
Business Forms†	9.5	15.2	12.1	19.9
Quick Printers	5.0	3.4	2.1	5.0

§*Highest reported backlog 1980 - 2nd Quarter 1984.*
**Excluding Quick Printers.*
†Information for companies that produce business forms as a secondary (not primary) product.
Source: National Association of Printers and Lithographers.

WASTE & SPOILAGE REPORT ON WEB PUBLISHED

A survey report based on responses of 103 companies with 229 presses has been published by Printing Industries of America. Both heatset and non-heatset presses were included in the survey.

The study compares responses by process, region, sales volume, product, press size, number of units, number of reels, length of run and kind of paper. For a copy of the *1984 Waste & Spoilage Report* at $79.90 plus $3.95 shipping, contact the NPTA Communications Department.

ADVERTISING PAGES REBOUND IN '84

In the first six months of 1984, magazine advertising revenues broke through the $2 billion level. A Gallagher survey of the top 100 consumer magazines showed that total number of ad pages was up 5.7%. The Publishers Information Bureau reported that the total number of ad pages for their 138 members magazine is up 8.4%.

INDUSTRIAL PAPER

DIVERSIFICATION: THE KEY TO THE FUTURE GROWTH FOR INDUSTRIAL PAPER DISTRIBUTORS?

Due to our current economic climate, wholesale distribution in all commodity lines has continued to change. This may prove to be either a threat to existing business or a new profitable challenge. While industrial paper merchants diversification may be unlike that of, say, grocery wholesalers, they can present a very full product menu to their customers.

Today's grocery wholesaler has added everything from picnic supplies to stationery and school supplies taking a larger bite out of the paper trade. By advocating a "single supplier" concept, these wholesalers have had great success.

Because industrial paper merchants' customers are not in the consumer area, perhaps the key is to search for those products needed to build both current accounts and develop new ones.

The areas not served can be built for increased profits. For example: in food service, providing flatware and permanent use dinnerware; providing their janitorial supply needs; business forms, placemats, glassware, single service products such as salt, pepper, sugar, diet-sweetner and other condiments.

Health care institutions can be provided with disposables, janitorial supply, business forms, cut-size copier paper, office supply, food service items, promotional paper needs (brochures, etc.)

In every area of existing business with the given customer base, the idea is to sell deeper. This brings the regularly sold items as well as new items into play.

In addition to expanding business with current customers, efforts should be made to expand customer classes: such as business offices, hotels, supermarkets, colleges and schools, hospitals, doctors' offices, veterinarians' offices and hospitals, nursing homes, theatres, sports stadiums, convention centers, banks, prisons, shopping centers, condominiums, apartment buildings and the list goes on.

True diversification, as discussed by Denis F. Healy of Healy and Associates, is risky because the distributor is going beyond his normal business—into a new business. And so the merchant usually looks to selling more of what he usually sells—to existing customers and new ones.

Even as opportunities in existing markets diminish or as product lines reach maturity levels, the likely course of action involves adoption of market or product development strategies rather than diversification.

One way to diversify is to keep the new ventures as close to the existing business as possible. These might include: report generations for financial planning (for customers), marketing for resale, educational services for customer employees, stocking plan-o-grams and other services to aid customers in their businesses.

The toughest side to growth by diversification is to go totally outside your present customer classes and commodity lines by either building a division of the company (which becomes in effect a separate business) or purchasing another firm which currently sells in the new area.

As an example, Edward N. Patrone, president of the Distribution Group of Alco Standard, stated at the 1983 Annual Convention session on diversification that in addition to paper his company is now distributing seven different commodity lines. These include: wine and spirits, metals, containers, glassware, automotive parts, pharmaceuticals, personal health and beauty aids.

The Unijax distribution division entered into the food distribution business. Fred Robbins, the president of that division, spoke about this area of diversification. "Unijax has had other distribution businesses in the past but we now have a food distribution business which is located in Charlotte, North Carolina. Although the economy has been poor, this business of ours has been steadily growing. At times in certain areas we compete on the paper side of our business, with our food wholesale operation which carries paper. One difference here is that the food distributor is turning over his inventory twice as fast as we are in the paper business."

The food distribution operation has a much higher capital investment, but there is an excellent return. One important differentiation appears to be that the food operation is more of a "distributorship" while the paper operation is more geared towards "merchandising." This means that the mark of the food operation is its productivity.

"The food service drivers and warehouse people, including pickers, are on an incentive basis to improve the productivity," said Robbins. "They are well managed and maintain a high performance level."

It is evident that at all times it must be remembered that the business is distribution. True, each commodity line has its own special problems.

Prior to a decision on adding any line or acquisition, as a management group a thorough analysis of what will be needed for success in that line is required. Ed Patrone of Alco Standard sees that paper merchants have an advantage in the diversification game: "My observation is that the salespeople in paper distribution are superior to those in other commodity lines. Sales management techniques are more advanced. The relationship between the paper company and its suppliers is less adversarial. There is more of a partnership relationship. These are significant positives."

But the most important part of the diversification project must be how it fits into the company's overall strategic plan. In the 80s, the service part of the industrial paper business may be the yard stick by which a company will be judged. The availability of all commodity lines through all of the nation's distribution firms will increase.

The most important factors seem to be a) knowing the competition in a given commodity line, b) making certain that the most efficient order/delivery system is provided, c) supplying customers with the services and personal care they deserve, and d) making all of these factors feed the merchant's profitability.

FEDERAL JUDGE OVERRULES GOBBLEDYGOOK

A federal judge in Brooklyn, NY, reports **Simply Stated**, *ordered the government to remove the "gobbledygook" from Medicare benefit form letters. Judge Jack B. Weinstein made the ruling in a class-action suit filed on behalf of Medicare recipients in Queens, NY, against the Federal Government and Group Health Inc., which administers part of the program.*

"The language used is bureaucratic gobbledygook, jargon, double talk, a form of officialese, federalese and insurancese and doublespeak," wrote Judge Weinstein in his July 11 opinion. "It does not qualify as English."

WILL YOUR COMPUTER HEAT YOUR OFFICE?

Maybe yes! reports **Energy User News**. *They tell the story of a new five-story office building in Grand Rapids, MI that is warmed entirely by the heat generated by its computer system, lights and people.*

The 385,000 square-foot building is about 50% more energy efficient than the average building to begin with. Special insulation and electronic controls are the basic difference. But the biggest plus is capturing the heat generated by its two main-frame computers which run constantly.

IS THE BOSS CRAZY?

The employee who says, "My boss is crazy!" may in reality be speaking the truth, reports **Newsday**. *Irrational executives have become a problem in American business. According to an article in the September issue of* **Science Digest** *magazine, psychologists are trying to spot the types and learn how to handle them.*

One symptom say the experts is the forming of inappropriate relationships by executives who have gone 'round-the-bend. Or, acting to please an associate. One psychologist said the boss can lose "his ability to look at people in terms of their real roles and regards an individual subordinate or group in terms of what he needs emotionally."

The report concludes that **only** *15-20% of American executives are truly effective. (It didn't say how many are crazy.)*

AUGUST, 1984

PAPER MERCHANT SALES REPORT

NPTA Regions	Sales Per Selling Day August 1984 - Compared To - August 1983	Sales Per Selling Day August 1984 - Compared To - July 1984	Sales Per Selling Day 1984 Year-to-Date - Compared To - 1983 Year-to-Date	Days Outstanding (Accounts and Notes) At Close of August 1983	1984	Calendar Days' Cost* of Ending July Inventory 1983	1984
INDUSTRIAL							
1	+15.1	+1.3	- 3.8	38	45	55	--
2	+13.5	+3.4	+ 8.8	36	34	51	50
3	+12.6	+5.2	+15.1	36	39	69	65
4	+11.2	--	+13.2	35	38	51	52
5	+11.4	+8.3	+ 4.2	35	36	55	61
6	+17.9	+4.0	+10.2	37	41	--	--
7	+ 0.4	+5.2	+ 0.3	35	41	60	56
NY Metro	+14.2	+3.9	+ 4.0	45	43	--	--
Chicago Metro	+ 6.4	+4.9	+ 8.4	38	39	54	--
LA Metro	+ 9.4	-8.0	+ 8.4	45	50	56	47
US	**+12.2**	**+2.6**	**+10.2**	**37**	**40**	**57**	**55**
PRINTING							
1	+35.0	+6.9	+26.7	55	50	61	--
2	+24.1	+1.6	+29.0	47	44	65	64
3	+23.0	+2.8	+27.3	45	43	86	89
4	+20.6	+0.6	+21.0	45	44	77	72
5	+24.4	+5.4	+27.6	45	45	--	87
6	+22.8	+0.1	+ 9.2	41	40	--	--
7	+18.3	-0.9	+10.1	44	39	79	64
NY Metro	+19.1	-5.0	+38.3	45	38	--	--
Chicago Metro	+16.0	+8.8	+34.4	45	43	--	--
LA Metro	+24.0	-4.0	+27.0	42	45	68	86
US	**+22.7**	**+0.8**	**+26.1**	**46**	**43**	**74**	**78**

*To calculate monthly inventory turnover, divide 365 calendar days by # of calendar days cost, e.g., 365/73 = 5.00x.

Region 1: CT, ME, MA, NH, RI & VT
Region 2: DE, DC, MD, NJ, NY & PA (excluding NY Metro)
Region 3: AL, FL, GA, NC, SC, TN & VA
Region 4: IL, IN, KY, MI, MO, OH, WV & WI (excluding Chicago Metro)
Region 5: CO, IA, KS, MN, MT, NE, ND, SD, WY
Region 6: AK, AZ, CA, HI, ID, NV, NM, OR, UT & WA (excluding LA Metro)
Region 7: AR, LA, MS, OK & TX
NY Metro: NY: New York City, Long Island and Westchester Co. NJ: Counties of Bergen, Essex, Hudson, Middlesex, Passaic and Union

Chicago Metro: IL: City of Chicago and Cook, DuPage and Lake Cos. IN: Lake Co.
LA Metro: Cities: Los Angeles, and San Diego. Counties: Los Angeles, San Diego, Orange and Ventura (and neighboring parts of Riverside and San Bernadino)

Selling Days
The actual number of days a firm was open for business or that the sales people made customer calls [calendar days less weekends (if applicable) and holidays]. By supplying selling days of each firm, the sales per selling day are standardized according to actual business conditions or company policies.

Days Outstanding
The number of days outstanding on this report are calculated by adding the current month's sales and the previous month's sales and dividing the total by the number of calendar days of the two months. The result is a figure representing average sales per calendar day.

The total figure provided for closing accounts and notes receivable is divided by the average sales per calendar day. The result is the number of days outstanding at the end of the month being prepared.

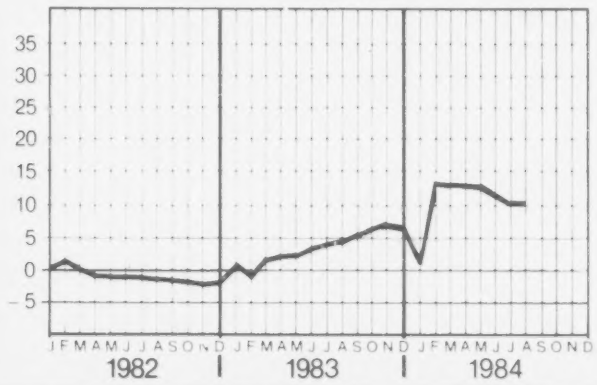
PAPER MERCHANT SALES REPORT

SUMMARY NATIONAL TREND INFORMATION: 1982 TO PRESENT

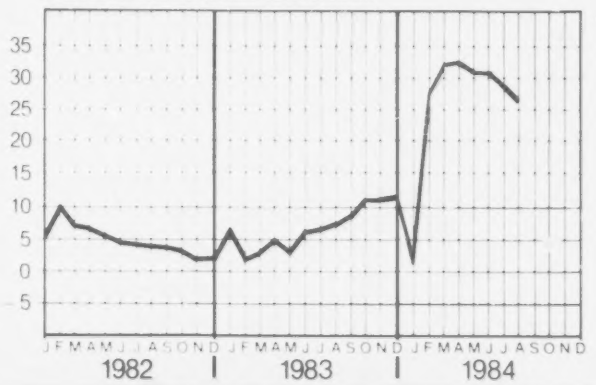
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



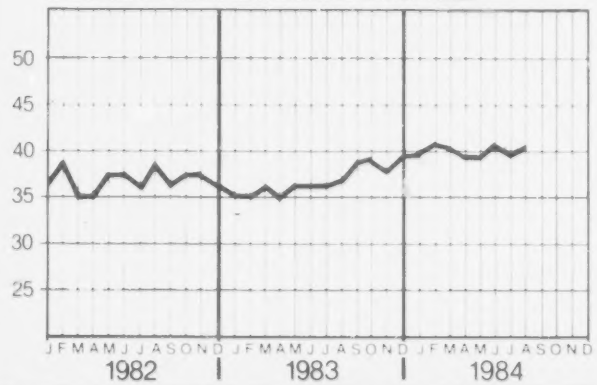
PRINTING PAPER SALES NATIONALLY



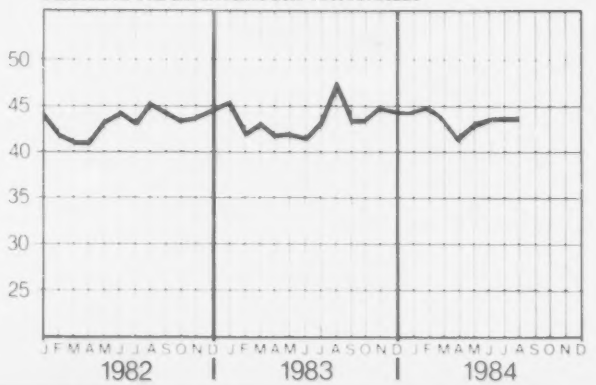
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



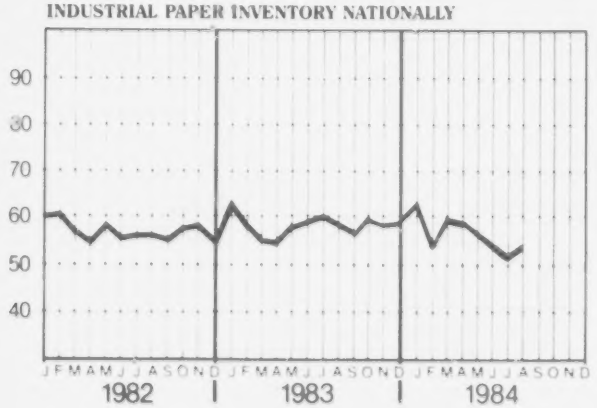
PRINTING PAPER INVENTORY NATIONALLY



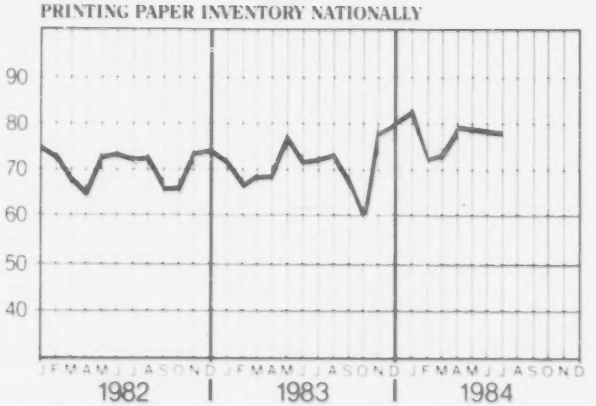
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



WASHINGTON WATCH

IS NAW INFLUENTIAL ON THE HILL?

A voice, strong and clear, is now being heard in Washington.

Washington is teeming with special interest groups vying for legislator's time: all wishing to be heard, all wanting their own perspective on key issues made law.

So how influential can any **one** group be? On matters of public health, congress rarely argues with the American Medical Association. If aircraft safety is at issue, the airline pilots are always heard.

But when it comes to American business interests and taxation, the National Association of Wholesale-Distributors (NAW) has become known as one of the key opinion leaders on the Hill. The strong voice of wholesalers is now being heard in a way that is both lending credibility to this business segment as well as having a major influence on the law-making process.

In the August 1, 1984 issue of *Business & Public Affairs*, the semi-monthly newsletter of the American Political Reserach Corporation, a review was made of the major business/tax policy organization. They found that these seven groups were having the greatest impact: the National Association of Manufacturers, the U.S. Chamber of Commerce, the Business Roundtable, the American Business Conference, the National Federation of Indpendent Business, the American Council for Capital Formation and the National Association of Wholesaler-Distributors.

Taxation At Issue

These groups worked together at regular meetings to develop a common deficit-reduction and tax reform policy for 1985. Although nothing has been decided by the government yet, it is possible that some kind of value-added tax will be agreed to by all groups.

"Like the Chamber, NAW favors reducing the deficit by pushing cuts on the spending side," reports the *Business & Public Affairs* newsletter. "But they too are more pragmatic than their official positions might suggest. Back in 1972, economist Norman Ture prepared a survey on the impact of a value-added tax on wholesalers for NAW, and found that while it might be painful in the short run, in the long run it might facilitate useful reform—in short, rate reduction."

Beyond that, NAW and the American Business Conference are seen as the major forces behind the Coalition to Reduce High Effective Tax Rates. The Coalition strongly opposes surtaxes and related devices as "transitional" revenue-raising mechanisms.

The Kiplinger Washington Letter of August 3, 1984 reports that NAW is one of the major business groups creating a plan to reduce federal spending. Kiplinger refers to these groups as "the same bunch that promoted tax cuts in 1981." They are now working on an "alternative" budget.

It is clear that NAW has arrived. Their position on matters of tax and business policy cannot be taken lightly. When NAW speaks, it speaks with the authority of a $2 trillion wholesaling industry—a mighty force in American business enterprise today.

MORE SMALL BUSINESS LOANS TO BE AVAILABLE

Under a new law recently signed by President Reagan, financing from the Small Business Administration may be increased by improvements in the secondary market for SBA-guaranteed loans. The bill will allow the SBA to pool guaranteed loans, reports Printing Industries of America, and sell them as a package in the secondary market to investors.

Previously, the SBA had been allowed to sell only individual loans which made it difficult for investors to determine a fair market value, because it was just too much trouble to assess the risk of loans to single companies. Enactment of this measure should help improve the management of the second market and make participation in it much more attractive to large, institutional investors. As a result, small businesses should gain greater access to SBA guaranteed capital.

Improving the secondary market for other lending institutions has been an effective way to free up capital. Pooled mortgage loans collected by the Government National Mortgage Association (Ginnie Mae) are an example. By investing in a loan pool, a purchaser frees the initial lender to offer additional money to borrowers.

Want some information on SBA loans or other programs? Call the SBA answer desk toll free at (800) 368-5855 (DC 653-7561).

MUNICIPAL ANTITRUST BILL PASSES HOUSE

The U.S. House of Representatives on August 8 overwhelmingly approved legislation (HR 6027) limiting the applicability of federal antitrust laws to the actions of local government and their officials.

According to the State Solid Waste Report published by the American Paper Institute (API), the bill allows private parties to obtain injunctive relief to prevent a local government from engaging in activities determined to be in violation of federal antitrust laws. However, the legislation provides that monetary damages can not be recovered from local governments. HR 6027 is similar to legislation (S 1578) pending in the Senate.

The issue is of interest to paper recyclers because of its potential impact on flow control ordinances. API has been working to ensure that municipal antitrust legislation would not immunize flow control ordinances from antitrust scrutiny. The House and Senate bills are consistent with API's objectives.

ASSOCIATION FILE

CONVENTION CASSETTES AVAILABLE

Did you miss "the event of the year for the paper distribution industry"—the Annual Convention of the National Paper Trade Association? Or, if you *were* there, did you miss a key session?

Now, you can order an audio cassette copy of any of the 10 important industry presentations. A copy for someone in your office can be a useful tool.

If you would like to order any or all of the following cassettes, send an order to:

Convenient Cassette Service
P.O. Box 6931
Metairie, LA 70009

If you would like to charge your purchase, include: American Express #, Master Charge #, or Visa #, expiration date.

1. Utilization of Hand-Held and Other Computer Devices for Industrial Paper Merchant Salespeople	$ 10.00
2. Janitorial Supply: The Role of the Paper Distributor	$ 10.00
3. Computerized Inventory Management	$ 10.00
4. Building a Winning Management Team: A Key To Your Success (YEF Program)	$ 10.00
5. General Business Session (2 tapes)	$ 15.00
6. The Future of Electrostatic Printing and Its Impact on the Demand for Paper	$ 10.00
7. The Promise of Telemarketing	$ 10.00
8. Health Care Cost Containment	$ 10.00
9. How Paper Merchant Managers Can Use Personal Computers	$ 10.00
10. Chairman's Luncheon (Stan Styles Award and Douglas Kiker)	$ 10.00
Complete Set - 10 sessions, A total of 11 Cassettes	$105.00

Buy the Complete Set at $95.00 and Save $10.00

1985 VACATION SCHEDULES AVAILABLE FROM NPTA

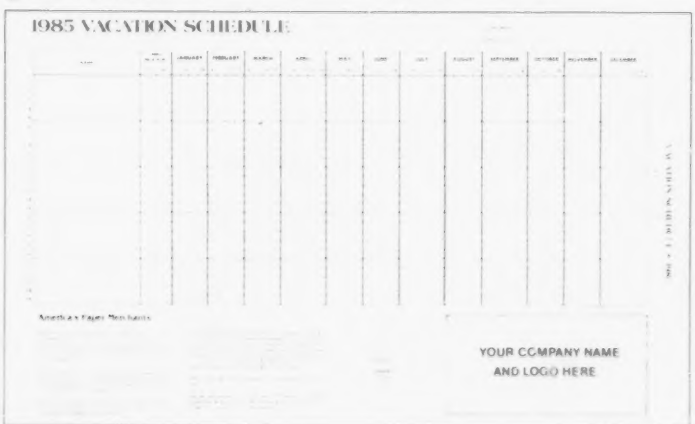
The simple vacation schedule continues to be a useful tool for paper merchant salespeople. It gives them another reason to stop in and see the customer and drop off this nice item.

The 1985 vacation schedule has space for 25 employees to list their names and vacations. It is actually a handy file folder that can also be attractive enough to put on a bulletin board. And, there is space for the custom imprinting of the merchant's name and logo. This will keep it in the customer's eye all year long. It is better than an ordinary calendar.

In addition to the schedule, there is much good information about America's paper merchants: How they serve customers better, benefits of using merchants, important services provided.

The 1985 vacation schedules are available to all at $.40 each in quantities of less than 100. For 100-500, the price is $35.00 per hundred and $30 per hundred for orders over 500. Custom imprinting is available in any size order (add $60). Direct orders to the Communications Department at NPTA Headquarters.

Order your 1985 vacation schedules early.



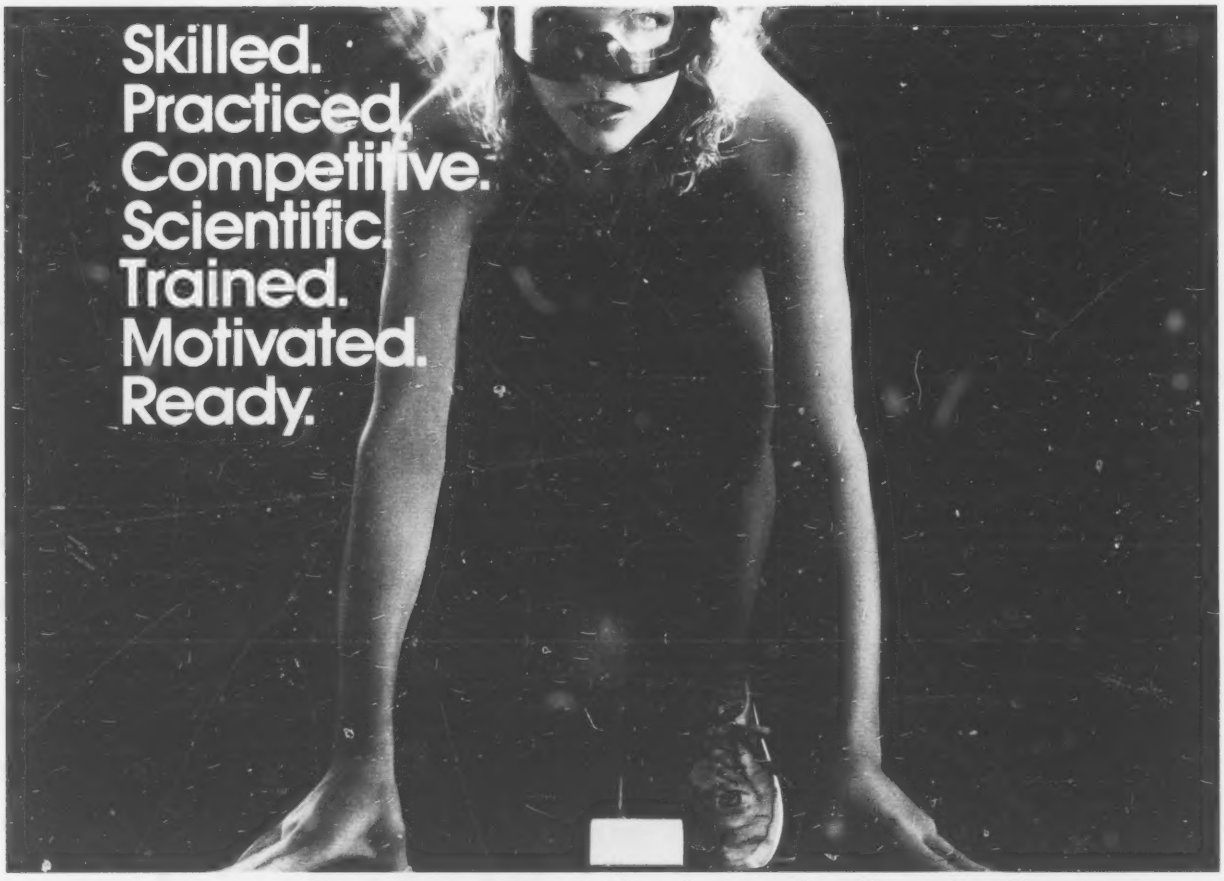
1985 WHO'S WHO PLANNED

NPTA moves into its 82nd year of service to the trade with the publication of its *1985 Who's Who In Paper Distribution & FactBook*. Each year this book is used extensively by mills and merchants alike.

This year's industry "FactBook" section will have information from the 1982 Census of Wholesale Trade now being published by the Federal government. Also included will be specific industry measures from NPTA's 1983 Performance Analysis Report (PAR). The "FactBook" is a most useful tool for the industry in planning marketing, sales presentations or speeches to community groups.

The section of the book containing the roster of membership in NPTA requires careful updating. The Association prides itself in the accuracy of its listings. On September 5, 1984 requests for revisions were sent to all NPTA dues paying company presidents.

The Association will accept all listing changes in preparation of the 1985 book that reach NPTA by October 15, 1984. All member companies are asked to respond as quickly as possible.



Prepare your sales team for the challenges of the second half of the 1980s and beyond.

POSITIONAL SELLING™

Positional Selling sales training brings your professionals to a higher level of sales call planning and execution. *Positional Selling* creates for them a standard-setting sales environment by which all other competitive efforts are judged. *Positional Selling* generates greater opportunities for results-producing sales performance and profitability.

Call 1-800-321-4301
for information about this new, leading edge sales training.

Carew *Positional Selling* Systems, Inc.
25528 Genesee Trail Rd., Golden, CO 80401, Tel. 303-526-9566

DIXIE/MARATHON

OUR FLEXIBLE SHIPPING SYSTEM DELIVERS MORE PROFIT.

With Dixie/Marathon, you can pick and choose the way you want product delivered. Whatever helps you turn your inventory most profitably.

Would a mixed order of foodservice and sanitary items give you faster turns? OK. We'll send it all at once from a combined shipment center.

Or maybe a large shipment, straight from the mill, would save you more.

Either way, we have a remarkable record for accurate, on-time delivery. And you have the industry's broadest line of disposables to choose from.

What you want, where you want it, all at once. Nobody works harder to help you turn your inventory more profitably. See your Dixie/Marathon representative for details.

JAMES RIVER CORPORATION
DIXIE MARATHON PRODUCTS